Appendix

Questionnaire

Survey of B2B salespeople

Who am I?

The questions below pertain to something about yourself, your company and your selling experience. All information will be kept confidential. This study is for academic purpose only.

1. Your name____________________________________
2. Name of your organization__________________________
3. Number of years spent in sales in this organization
   a) Less than two years
   b) Greater than two years but less than four years
   c) Greater than four years but less than six years
   d) Greater than six years
4. Total experience in sales till date
   a) Less than two years
   b) Greater than two years but less than four years
   c) Greater than four years but less than six years
   d) Greater than six years
5. Your overall company turnover
   a) Less than Rs. 250 crores
   b) Greater than Rs. 250 crores but less than Rs. 500 crores
   c) Greater than Rs. 500 crores
6. What is the nature of sales you are involved in?
   a) More of transactional repetitive sales
   b) More of complex deal sales
   c) Combination of transactional and complex deal sales
7. What amongst the options below describes your organization most aptly?
   a. A product manufacturing and sales organization
   b. An organization which is a distributor of a Principal
   c. A services selling organization
   d. A sales and service organization
   e. Any Other_______________________

**My Sales Supervisor**

The questions below pertain to your perception of how the sales supervisor interacts with you. Please be as objective as possible when filling this up and select the button which is most appropriate.

8. My supervisor monitors my sales results frequently
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

9. My supervisor sets the sales targets and tells me about what I need to achieve
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

10. My supervisor, while discussing on performance, talks more on “what do I need to achieve sales targets rather than discussing only on target vs achievement of sales results
    a) Strongly disagree
    b) Disagree
    c) Neither disagree nor agree
    d) Agree
    e) Strongly agree

11. My supervisor periodically evaluates my selling skills
    a) Strongly disagree
b) Disagree

c) Neither disagree nor agree

d) Agree

e) Strongly agree

12. My supervisor provides guidance on what I need to do to improve my knowledge and skills

a) Strongly disagree

b) Disagree

c) Neither disagree nor agree

d) Agree

e) Strongly agree

13. My supervisor makes joint calls with me with an objective of observing me on the field and giving feedback

a) Strongly disagree

b) Disagree

c) Neither disagree nor agree

d) Agree

e) Strongly agree

14. My supervisor constantly assigns tasks to me with an objective of developing my knowledge and skills

a) Strongly disagree

b) Disagree

c) Neither disagree nor agree

d) Agree

e) Strongly agree

15. During a review of performance, my supervisor always discusses with me about how to improve my knowledge and skills as a salesperson

a) Strongly disagree

b) Disagree

c) Neither disagree nor agree

d) Agree

e) Strongly agree

16. My supervisor prescribes to me which customers I need to go more to and which products I need to talk more about
17. My supervisor has standards by which he evaluates my selling skills
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

18. My supervisor informs me whether I meet his/her expectations on sales activities
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

19. My supervisor helps me plan my sales activities
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

20. My supervisor undertakes considerable monitoring of my sales activities in terms of number of sales calls
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

21. My supervisor informs me about the sales activities I am expected to perform
   a) Strongly disagree
b) Disagree

c) Neither disagree nor agree

d) Agree

e) Strongly agree

22. My supervisor focuses more on results rather than the process of achieving them

a) Strongly disagree

b) Disagree

c) Neither disagree nor agree

d) Agree

e) Strongly agree

23. My supervisor, while discussing on results, talks more on “what I need to achieve rather than how I can achieve the sales targets”

a) Strongly disagree

b) Disagree

c) Neither disagree nor agree

d) Agree

e) Strongly agree

24. During reviews, discussions with my supervisor is centred on level of achievement vs targets

a) Strongly disagree

b) Disagree

c) Neither disagree nor agree

d) Agree

e) Strongly agree

My selling behaviour

The questions below pertain to how you behave during your day-to-day selling situation. There are no right and no wrong answers. Please be as objective as possible when filling this up and select the button which is most appropriate.

25. I try to understand how one customer differs from another

a) Strongly disagree

b) Disagree

c) Neither disagree nor agree
d) Agree

e) Strongly agree

26. I work on prospects/customers where I feel my success level will be higher
a) Strongly disagree
b) Disagree
c) Neither disagree nor agree
d) Agree
e) Strongly agree

27. Each customer requires a unique approach
a) Strongly disagree
b) Disagree
c) Neither disagree nor agree
d) Agree
e) Strongly agree

28. I feel confident that I can effectively change my planned presentation when necessary
a) Strongly disagree
b) Disagree
c) Neither disagree nor agree
d) Agree
e) Strongly agree

29. I feel good when I know that I have achieved better sales results than my other colleagues
a) Strongly disagree
b) Disagree
c) Neither disagree nor agree
d) Agree
e) Strongly agree

30. Relative to my peers, my selling of high profit margin is
a) Much worse
b) Worse
31. I spend a lot of time thinking about how my sales performance compares with other salespeople
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

32. I am very flexible in the selling approach I use
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

33. Relative to my peers, my selling of new company products is
   a) Much worse
   b) Worse
   c) Equal
   d) Better
   e) Much better

34. As a salesperson, I believe it is important to constantly improve my competence in selling
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

35. I like to experiment with different sales approaches
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
e) Strongly agree

36. When I feel my sales approach is not working, I can easily change to another approach
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

37. Relative to my peers, my performance in terms of identifying major accounts and selling to them is
   a) Much worse
   b) Worse
   c) Equal
   d) Better
   e) Much better

38. I always try to communicate my achievements to my supervisor
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

39. Relative to my peers, my sales volume is
   a) Much worse
   b) Worse
   c) Equal
   d) Better
   e) Much better

40. I am very sensitive to the needs of my customer
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

41. As a salesperson, if I fail in a sales situation, I persist with the prospect and try out some new approaches
42. It is very important that my supervisor sees me as a good salesperson
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

43. Relative to my peers, my achievement with regards to sales targets is
   a) Much worse
   b) Worse
   c) Equal
   d) Better
   e) Much better

44. I am able to adapt my presentation style to certain buyers
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

45. As a salesperson, I like learning about new approaches in selling
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

46. Relating to my peers, my assistance to my sales supervisor in achieving his targets is
   a) Much worse
   b) Worse
   c) Equal
   d) Better
e) Much better

47. As a salesperson, I spend time after sales calls to analyse the call and take learnings from it so as to improve my sales skills
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree

48. As a salesperson, I believe that there are a lot of new things to learn in selling
   a) Strongly disagree
   b) Disagree
   c) Neither disagree nor agree
   d) Agree
   e) Strongly agree
Appendix
Publications

Journal Name
Royal: An International Multidisciplinary half yearly research journal
(Peer reviewed referred and UGC listed journal (Journal No 47037))
Volume VI, Issue-II, Part-I, June to November 2017
ISSN: 2278-8158
Impact Factor: 4.42 (www.sjifactor.com)

1. Evolving world of sales force effectiveness and control: Synthesis and agenda for future research
2. Selling in a Pre-adaptive selling era: A practitioner’s approach